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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

February 8, 1944

CIVILIAN FOOD REQUIREMENTS BRANCH MEMORANDUM NO. A-2

To: Branch and Division Chiefs and Regional Directors

From: Norman Leon Gold, Chief
Civilian Food Requirements Branch

Subject: Duties and Functions of the Civilian Food
Requirements Branch

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U. S. DEPARTMENT OF AGRICULTURE

To carry out the duties and responsibilities assigned to the Civilian Food Requirements Branch by Director's Memorandum No. 2, Revision 1; No. 20, Revision 1; and No. 2, Supplement 24 and as further amplified by Director's Memorandum No. 2, Supplement 25, the Branch has been divided into the following Divisions:

Commodity Requirements
Food Needs
Civilian Food Distribution
School Lunch and Food Preservation
Industrial Feeding

In order that the regions may be familiar with the work of the Branch, the activities of each of the Divisions are set forth below:

Commodity Requirements Division

The Commodity Requirements Division reviews food production and supply estimates and based thereon prepares for each commodity quantitative estimates of civilian food needs. Members of the Division represent the Branch on the commodity sub-committees of the Requirements and Allocation Committee and present the claims of the civilian population for each individual food to be allocated. Where the civilian allocations of food are inadequate from a supply or nutrition point of view, this Division working with the Food Needs Division recommends readjustments in the production and allocation of foods and in the use of alternative foods for the civilian population.

The Division works with the Commodity Branches in the development of food orders designated to bring about a more equitable and better distribution of civilian food supplies. The Division

also works with the various Commodity Branches and the Office of Price Administration in making plans for the rationing of foods and in the continuing appraisal and operation of the food rationing program.

Working with the Commodity Branches the Division develops information on relatively abundant foods and maintains up-to-date information on the total civilian supply of individual foods.

A statistical unit in the Division services the Divisions and Sections of the Branch in assembling and presenting statistical data and analyzing material for reports.

A Program Development Section in this Division performs a program development function for the three commodity sections and assists the Office of the Chief of the Civilian Food Requirements Branch on special assignments. At the request of the Branch or Division chiefs, the Section assists in developing overall programs and in formulating the procedure necessary to initiate such programs. In like manner the Section services the Divisions of the Branch by analyzing current information received from commodity divisions, regional offices, and other sources. It gathers information on population shifts and analyzes the effect of such information on projected requirements for distressed areas.

The work of the Division is broken down into four Sections as follows:

1. Fruit, Vegetables and Special Commodities
2. Livestock, Fats and Oils
3. Dairy, Poultry and Cereals
4. Program Development

Mr. A. E. Browne, Dr. G. A. Sallee, Dr. Harold F. Hollands and Mr. Thew D. Johnson act as Heads of the four Sections, respectively. Dr. Wm. C. Ockey is Chief of the Division.

Food Needs Division

The Food Needs Division reviews the facts on present and expected civilian supply of food commodities, and determines the nutritional adequacy of this supply to meet civilian needs. The Division carries out surveys and makes recommendations as to administrative measures necessary to fulfill the food requirements and protect the health of civilians. The Division has particular responsibilities for the requirements of vulnerable groups; such as infants, growing children, pregnant and nursing women, invalids, low income families and workers in industry.

The Division maintains liaison with scientific and technical agencies such as the National Research Council and other groups, in order to apply the most recent scientific findings and opinions to all aspects of the Branch's work, such as the enrichment of foods, priority or

differential use of scarce commodities, development of economical and nutritious new products. The Division appraises the effect of shortages and surpluses of particular foods on the food habits and on the health of various sections of the civilian population. Recommends changes in civilian allocations. Also initiates educational and promotional programs designed to aid in food distribution.

The work of the Division is directed by Dr. Robert S. Goodhart. The Division is not divided into Sections. Miss Charlotte Chatfield and Dr. Elmer Alpert are his two principal assistants.

Civilian Food Distribution Division

It is the job of the Distribution Division to work with commodity branches and the distributive trades to see that supply is distributed on a fair and equitable basis. The Division has directing responsibility for the development of merchandising programs designed to speed the movement of foods currently in relative abundance by bringing to the attention of the industry and the regional offices commodities upon which special selling emphasis should be placed.

The Division is responsible for obtaining information from the regions on movement of rationed and unrationed foods from a distribution standpoint and initiating remedial measures to correct problems which such information discloses.

The Distribution Division deals with shortages and supply problems in shortage areas; performs "trouble shooting" functions in meeting current problems for rationed and unrationed civilian foods and in cooperation with regional offices and commodity branches, takes action to alleviate such problems. The Division acts as a focal point in the WFA for all food distributors and cooperates with other operating branches in presenting problems of distribution to other agencies of Government which formulate plans and regulations affecting food distributors.

To correlate nationwide distribution facilities and to assist regional offices in maintaining close contact with the food trade the Distribution Division provides a service to regional offices in developing programs for discussion and action relating to distribution problems for utilization by state and local food advisory committees.

The Division works with commodity branches and the Marketing Reports Division in notifying the trade of the sales problems made necessary by the release of Government food stocks.

The Division is responsible for assisting in the orderly redistribution of current and post-war surpluses from Government supplies of foodstuffs.

Mr. Walter M. Kiplinger is Chief of the Division and is assisted by Mr. J. Purvis Milnor who serves as Chief of the Merchandizing and Trade Relations Section. Mr. Russell Bender is assigned to handle all committee and association work in connection with the Division.

School Lunch and Food Preservation Division

This Division has responsibility for the operation of the school lunch, the community food preservation, and the direct distribution of excess commodities programs. The primary responsibility of the Division is to formulate the basic procedures under which these programs are operated through the regional and local FDA offices. This entails the establishment of standards of eligibility, the coordination of the activities of the regional offices; the analysis of program operation, the development of program improvement.

The work of the Division also includes the presentation of recommendations to the Office of Price Administration on rationing procedures which affect these programs, the presentation of food preservation equipment requirements to the Office of Materials and Facilities; furnishing the regional offices and other interested groups with technical material and assistance relative to the operation of community food preservation centers; allocating to the regions commodities obtained from FDA inventories or through the FDA Price Support Purchase Program; working with the various Commodity Branches and the Transportation and Warehousing Branch in establishing these allocations and providing for commodity shipments.

The activities of the Division have been divided into the following Sections:

- School Lunch Programs
- Food Preservation
- Direct Distribution

Mr. C. R. Murphy, Mrs. B. F. Olsen, Acting; and Mr. W. E. Ballance are Heads of the Sections, respectively. Mr. Marcus J. Gordon is Chief of the Division.

Industrial Feeding Division

The Industrial Feeding Division is responsible for carrying out a nation-wide industrial feeding program designed to provide adequate food for industrial workers for the purpose of maintaining and increasing national production of war materials.

The Division formulates basic procedures for operation of industrial feeding programs through the Regional FDA offices. This involves

the development of adequate food supplies for workers, the establishment of adequate food service standards including appropriate standards for food storage, food preparation and service; equipment and facilities; and manpower. It also entails the development of informational material designed to assist industry in promoting better feeding programs. Standards are developed in cooperation with other Divisions of the Branch and with various federal agencies concerned. In cooperation with the Marketing Reports Division, literature, press and radio materials are prepared for national distribution and for use of the regions.

The Division prepares estimates of program requirements for facilities, equipment, and operating supplies, for submission to the WPB Office of Civilian Requirements which acts as the claimant agency for the industrial feeding program. Such estimates are based on (1) regional surveys which are conducted to determine adequacy of existing facilities, and (2) WPB data on productive capacity of the industries involved. The Division also reviews the WPB applications from industrial feeding establishments for facilities, equipment, and operating supplies which are certified by FDA Regions and are to be processed by WPB at the Washington level.

On the basis of recommendations of the Food Needs Division it develops programs to provide for the nutritional requirements of special groups of industrial workers.

The Division is responsible for obtaining the cooperation of other Federal agencies in the development and operation of industrial feeding programs. This involves mutual clearance of regulations and operating procedures, the pooling of resources for program development and operation and for the distribution of program information. The Division extends assistance to the Inter-Agency Committee on Food for Workers on which are represented WPB, WMC, OPA, War and Navy Departments, the Maritime Commission, USPHS and FWA. The Committee acts as an advisory body to FDA on food problems of workers.

In addition, a Labor Advisory Committee has been established as an advisory committee to the Inter-Agency Committee on Food for Workers. Representatives from the American Federation of Labor, the Congress of Industrial Organizations, the Railroad Brotherhood unions, and the United Mine Workers of America have been invited to serve on the Committee. The Division provides staff assistance to the Committee. Direct contact is also maintained with management, the industrial feeding contractors and the equipment industry.

Dr. Robert S. Goodhart is serving as Chief of the Division in addition to his duties as Chief of the Food Needs Division. The activities of the Division have been divided into an Operations Section and a Facilities and Equipment Section. Mr. W. E. Broeg, is serving as Chief of the Operations Section. Mr. Erwin C. Adelberger is serving as Chief of the Facilities and Equipment Section.

You no doubt are familiar with the fact that Mr. Rolf Nugent and Mr. Dwight Grady are serving as my Assistants. Dr. R. C. Sherwood is Assistant to the Branch on a number of special problems, including flour and bread enrichment, the appropriate use of vitamins and materials and equipment needed in carrying out the program. Mr. Davis H. Allred is acting as my Assistant with particular assignment and responsibility in the organization and administrative field. He is responsible for developing Branch memoranda and formulating policies arising out of the Branch Policy Meetings. He also serves as Assistant Secretary of the Office of Distribution Policy Committee.

Norman G. Gold

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